

## Strategic Plan FY 2004 Annual Strategy Status Update

STRATEGIES -- 2003-09	FISCAL YEAR	100% COMPLETE - Take out of Plan	IN-PROCESS - Estimate % Completed	MONTH/YEAR Completed or Estimated Completion Date	COMMENTS
<b>S-1.A Reduce chronic maltreatment</b>					
<b>Improve the statewide consistency of child welfare decisions (See Kids Come First Action Agenda) (O-6.B and O-8.A)</b>					
• Centralize statewide after-hours intake	2003	X			See CAPTA Citizen's Review Panel Report.
• Centralize statewide daytime intake	2003	X			See CAPTA Citizen's Review Panel Report.
• Implement case record review quarterly in all	2003		50%	2003-2006	
• Develop user-friendly practice standards guide for all program areas	2003		60%	2004	
• Improve training model and staff mentoring	2003		60%	2004	
<b>Establish statewide workgroup to review case records with multiple referrals and identify specific strategies to address issues</b>	2003		75%	2004	
• Review prior recommendations to address chronic neglect	2003	X			
• Review practice issues and consider mechanism to identify children who need placement early in a case.	2003	X			
• Develop criteria/tools to use interventions more effectively	2003			2004	
• Implement recommendations	2003			2004	
<b>Improve handling of chronic neglect referrals (See Kids Come First Action Agenda)</b>					CA staff participating in focus groups by legislative staff to review WAC's and RCW's.
• Identify effective service options for managing chronic neglect cases	2003-2005				
• Implement pilot project with ESA to identify strategies to meet neglect issues in families with greatest need	2003-2005				
• Pilot No Wrong Door projects with ESA, JRA, and DASA (See O-1.C)	2003-2005				Pilots established. See O-1.C.
• With ESA, co-lead the DSHS-wide Family and Children's Services Integration Initiative with pilots in Bellingham and Spokane (See O-1.C)	2003-2005		5%		

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• Complete research and recommendations to improve policy and practice for children and families with repeat referrals	2003-2005		90%	Jul-03	Re-referral and re-entry studies will provide information. In addition, data from the domestic violence study will help.
• Evaluate characteristics of children and families	2003-2005		90%		
• Integrate recommendations with policy and practice changes	2003-2005				
<b>Focus on increasing father's involvement</b>	2003-2005		Ongoing		See Section XIII ACF Initiatives in the Annual Progress and Service Report.
<b>Apply for IV-E demo waiver for intensive service options (See O-7.A)</b>	2003-2005				Demo waiver authorization at the federal level has not been reauthorized. We will apply if federal reauthorization for additional demo waivers passes Congress.
<b>Implement recommendations from child fatality reviews</b>	2003-2005				OCAR assessment of DV study cases will provide information.
					CPS Coordinator alerts AA and RA of recommendations and tracks follow-up.
					CPS Coordinator alerts AA and RA of recommendations and tracks follow-up.
			Ongoing		CPS Coordinator makes recommendations in current reports; annual training plan and follow-up plan for 7/1/03-6/30/04 to be completed by 7/15/03; training in FY04.
					CPS Coordinator, Deputy, AA and RA track recommendations and assures appropriate follow-up.
			Ongoing		All offices respond to training requests and initiate offers to train community members and agency staff.
			50%		Use of Courtlink is being piloted by adoption social workers in Region 6.
<b>Enhance partnerships with community organizations to achieve better outcomes for children (See Kids Come First Action Agenda) (See O-1.A, O-1.C)</b>	2003-2005				

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<ul style="list-style-type: none"> <li>Improve coordination of substance abuse services through DASA-local area collaboration on treatment, housing, court options</li> </ul>	2003-2005				
<ul style="list-style-type: none"> <li>Improve coordination of domestic violence resources</li> </ul>	2003-2005				DV forums will provide recommendations (OCAR).
<ul style="list-style-type: none"> <li>Improve coordination of mental health services</li> </ul>	2003-2005		20%	2007	Local Protocols developed in most areas. Statewide agreement complete by 6/30/03. Kidscreen data will provide information about services (OCAR).
<ul style="list-style-type: none"> <li>Educate the public for help in reducing abuse</li> </ul>	2003-2005		Ongoing		Statewide: <i>Keep Them Safe</i> on-line child safety guide <a href="http://www.dshs.wa.gov/KeepSafe/index.html">http://www.dshs.wa.gov/KeepSafe/index.html</a> ; April CA/N Prevention Month - eight media releases distributed and Internet website established for CAN prevention resources ( <a href="http://www.dshs.wa.gov/geninfo/capmonth.html">http://www.dshs.wa.gov/geninfo/capmonth.html</a> ); Intranet website established for CAN education ( <a href="http://ca.dshs.wa.gov/intranet/Links/Links.asp?id=193">http://ca.dshs.wa.gov/intranet/Links/Links.asp?id=193</a> )
					Ongoing community training program in all offices. CPS coordinator takes lead in training schools and hospitals.
					Ongoing community training program in all offices.
			Ongoing		Training done by field offices on a regular basis based upon need; each field office to develop an annual communications outreach plan for 7/1/03-6/30/04; Oak Harbor plan developed in early 2003 and will be revised by 7/1/03; Bellingham plan in process; need to better document what we are currently doing; 5 percent of our documentation done.
					Ongoing community training.
			Ongoing		All offices respond to training requests and initiate offers to train community members and agency staff.

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			Ongoing 75%		The recent emphasis has been on educating communities regarding CI issues.
<ul style="list-style-type: none"> <li>Review need for DSHS collaboration around families who enter the child welfare system as a result of losing TANF eligibility</li> </ul>	2003-2005				Need to review as we get further into the 5-year cut-off.
<b>S-1.B Reduce recurrence of maltreatment</b>					
<b>Improve the assessment of risk for child protective services (See Kids Come First Action Agenda)</b>	2003-2005				
<ul style="list-style-type: none"> <li>Implement Phase II assessment tools                             <ul style="list-style-type: none"> <li>Reassessment of Risk (follow-up to Investigative Risk Assessment)</li> <li>Reunification Assessment</li> <li>Transition &amp; Safety Plan (Reunification Plan)</li> </ul> </li> <li>Develop Phase II training curriculum and train staff</li> <li>Develop Risk Assessment Practice Guide</li> <li>Complete research and recommendations to improve policy and practice for children with recurrence of abuse or neglect and their families                             <ul style="list-style-type: none"> <li>Evaluate characteristics of children and families</li> <li>Implement recommendations</li> <li>Integrate recommendations with policy and practice changes</li> </ul> </li> </ul>	2003-2005	X		2002	
	2003-2005	X		2002	
	2003-2005	X		2002	
	2003-2005	X		2002	
	2003-2005	X		2002	
	2003-2005	X		2003	
	2003-2005	X		2002	OCAR research will provide information.
	2003-2005	X		2003	
	2003-2005	X		2003	
	2003-2005				
	2003-2005				
	2003-2005				
<b>Expand interagency collaboration with methamphetamine teams</b>	2003-2005		10%		
					Spokane office working with Casey Family Partners, law enforcement and Lutheran Social Services to implement a \$460,000 federal grant for agency collaboration around meth cases. All offices working closely with law enforcement.
					Active teams in three counties; plans to expand.

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			Ongoing		In the process of doing background checks on a person for new position, Drug Endangered Child (DEC) social worker in Snohomish County; should begin 6/03.
					Developing a drug court system in King County that will focus on substance abuse issues which will include a focus on meth.
		We plan no additional action in Pierce County	25% progress in Kitsap; more work could be done with law enforcement and enlarging drug court		In Pierce County we have collaborations with law enforcement to go out together when children are reported in Meth labs; we have collaborated with the Pierce Co. Network, Comprehensive Mental Health, the Housing Authority and the Exchange Club to establish a receiving home and to get medical evaluations of children; a dependency drug court has been established through the Superior Court and Juvenile Court; Pierce County Alliance has a large grant to provide treatment in conjunction with the Drug Court and to evaluate effectiveness. In Kitsap, a small drug court has begun. We need to do more with law enforcement to coordinate response to labs with children present.

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			Ongoing		Region 6 has several projects directly related to the issue of Methamphetamine use. Olympia has a CPS social worker co-located in the Drug Task Force Law Enforcement office. This worker is on call 24 hours and goes to "meth busts" with law enforcement so that the children can be cared for immediately. Thurston County Family Treatment Court has partnered with the community and DOP to be part of a Methamphetamine grant that provides immediate treatment and services to FTC participants. Vancouver partners with the "Positive Start" program that works with drug affected children and has a supervisor on the Clark County Meth Action Team.
<b>Improve use of Child Protection Teams and provide training and tools to improve effectiveness(See Kids Come First Action Agenda) (See O-1.A, O-8.B)</b>	2003-2005				
<ul style="list-style-type: none"> <li>Provide training to CPTs and social work staff on expectations and use of new tools in decision-making</li> </ul>	2003	X		2003	OCAR studies on assessment issues will provide information.
<ul style="list-style-type: none"> <li>Conduct random review of cases evaluated by CPT's</li> </ul>	2004				
<ul style="list-style-type: none"> <li>Clarify expectations regarding use of CPTs and track performance</li> </ul>	2005		30%		CPT Handbook produced February 2003; created standard referral and recommendation form for use statewide.
<b>Enhance partnerships with community organizations to achieve better outcomes for children (See Kids Come First Action Agenda) (See O-1.A, O-1.C)</b>	2003-2005				
<ul style="list-style-type: none"> <li>DSHS Management collaboration to develop improved access and better treatment services for mental health issues for children in foster care</li> </ul>			20%	2007	Local Protocols developed in most areas. Statewide agreement complete by 6/30/03.

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• Re-evaluate working agreements with law enforcement jurisdictions		X		2003	
<b>Comply with federal CAPTA requirements</b>	2003-2007				
• Implement Citizen Review		X		2003	
• Advocate for increases in guardians ad litem					
<b>Implement recommendations from the JLARC audit of the DCFS caseload and staffing request (See S-1.C, S-2.B, WB-1.A and O-7.A)</b>	2003-2005	X		Feb-03	
• Design and implement new staffing model as appropriate	2005-2007				
<b>Develop office pilots for caseload of 1:15</b>	2007				
<b>Evaluate use of actuarial computer-based model to support social worker decision-making</b>	2009				
<b>S-1.C Increase safety for children placed in out-of-home care</b>					
<b>Provide children in out-of-home care with safe and stable homes (See Kids Come First Action Agenda) (See O-2.D)</b>	2003-2005				
• Develop plan to assure that all children placed in out-of-home care have the phone number to contact their social worker or the agency to report abuse or neglect					
<b>Implement recommendations from the JLARC audit of the DCFS caseload and staffing request (See S-1.B, S-2.B, WB-1.A and O-7.A)</b>	2003-2005	X		Feb-03	
• Design and implement new staffing model as appropriate	2005-2007				
<b>Oversee and implement Foster Care Improvement Plan (See FCIP) (See O-2.D)</b>	2003-2005		40%	2006	
• Promote a culture that embraces a collaboration between foster families and social workers			10%	2006	
• Increase foster home retention, recruitment and			30%	2006	
• Enhance community partnerships and outreach			50%	2006	
• Increase supports for foster care			10%	2006	Respite 100% complete.

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<b>S-1.D Initiate timely investigations</b>					
<b>Clarify policy issues</b>	2003			2004	
• Documentation and intent of waivers for attempted contacts	2003				
• Child advocacy center/law enforcement interviews with child and social worker contact with child	2003				
<b>Implement case record review and use findings to identify policy issues</b>	2003-2005		20%		
<b>Redesign staff training model (See O-8.A)</b>	2003-2005		X		
<b>Evaluate policies and timeframes for consistency with accreditation requirements</b>	2003-2005		X		
<b>S-2.A Protect children and prevent removal whenever possible</b>					
<b>Improve the assessment of risk for child protective services (See Kids Come First Action Agenda)</b>	2003-2005				
• Implement Phase II assessment tools		X		2002	
• Reassessment of Risk (follow-up to Investigative Risk Assessment)		X		2002	
• Develop Risk Assessment Practice Guide		X		2002	
<b>Revise in-home dependency policy</b>	2003	X		2002	
<b>Assess and implement restructuring (due to budget cut) of FRS program to best retain the benefits</b>	2003	X		2002	
<b>Re-evaluate the ARS program and make necessary revisions in the current provider contracts (See S-1.A)</b>	2003	X		Jun-05	Evaluation of ARS completed for this year. Workgroup convened; recommendations implemented; training provided. Convening regional meetings to increase utilization.
<b>Identify options to support families</b>	2003-2005				
• Improve families ability to support children with psycho/social needs through Medicaid Treatment Child Care			50%		



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<ul style="list-style-type: none"> <li>Evaluate use of IFPS and FPS services and identify ways to support the safety of children in their own homes</li> </ul>			X		
<ul style="list-style-type: none"> <li>Outstation Children's Administration staff (ex: schools)</li> </ul>					
Develop automated system to document and measure unpaid services provided to CPS families, such as services for each finding type (See O-4.B)	2007-2009				
<b>S-2.B Improve safety when returning children to their homes</b>					
Improve the assessment of risk when returning children to their homes (See Kids Come First Action Agenda)					OCAR studies on re-entry and DV will provide information.
<ul style="list-style-type: none"> <li>Improve decision-making about when to reunify by implementing Phase II assessment tools of Reunification Assessment and Transition &amp; Safety Plan (Reunification Plan)</li> </ul>	2003-2005	X		2002	KCF Phase II fully implemented; staff trained on schedule.
					KCF Phase II fully implemented; staff trained on schedule.
					Fully implemented; staff trained; ongoing training required.
					Staff are trained and using tool. Monitoring by supervisors and AAs.
			Ongoing		KCF Phase II fully implemented. Recent Kitsap Peer Review showed 100% compliance on this measure. No measures have been taken in Pierce because case reviews are being held for the first time starting on 5/21/2003. We need to review compliance through case reviews.
<ul style="list-style-type: none"> <li>Implement higher-level review of return home decisions for dependent children by using current staffings more effectively</li> </ul>	2003-2005				KCF Phase II fully implemented; staff trained on schedule. CPT and Permanency Planning staffings are fully implemented in each office. Prognostics occur in all office except Spokane. Spokane will implement this coming summer.

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					CPT, Prognostic and Permanency staffing teams are fully implemented in each office.
			35%		Examining use of CPTs, examining how well staffing teams are adding value to planning.
					CPT, prognostic staffings, LICWAC, family group conference staffings are utilized to achieve this goal.
			75%		CPT and Prognostic staffings fully implemented region wide. Significant improvement in CWS use of CPT teams re: return home decision making. Difficulties in recruiting sufficient teams as well as staff workload.
			75%		Region 6 uses CPT's and Prognostic/Permanency Planning staffings on a regular basis.
Develop advanced training curriculum for supervisors including their role in encouraging critical decision-making (See O-8.A)	2003-2005		20%	Dec-03	
Modify requirements for supervisory review of cases to include review of decisions and critical decision-making	2003-2005				
Examine ways to restructure staffings to enhance critical thinking and support critical decision-making, such as the use of devil's advocate role for all staffings	2003-2005				Shared decision making occurs in each office. Critical review of cases takes place by Social Worker 5.
					Ongoing meetings with staffing team coordinators; will develop consensus building and critical thinking training.
			8%		Volunteer diversity consultant for each field office position description to be finalized in mid 2003; need to solicit volunteers to fill this role.

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			25%		Critical thinking implemented during case conferences, chronicity staffings, CPT staffings and prognostic staffings. Use of "devil's advocate" is occurring. New initiative will examine frequency and effectiveness of staffings; recommend improvements. The plan is to issue a regional schedule/protocol to have staffings occur at critical points in cases and to focus on difficult decisions. A good idea that we have not yet implemented.
Conduct on-going regional training about issues identified in reviews and develop correction plans for region, units, or individuals when needed to address findings from reviews (See Kids Come First Action Agenda)	2003-2005				
• Fatality reviews	2003-2005				CPS Coordinator identifies needed follow-up.
					CPS Coordinator identifies needed follow-up.
			Ongoing		Need to finalize education plan for upcoming FY.
					CPS coordinator identifies issues, addresses follow-up needs.
			80%		CPS Coordinator identifies needed follow-up and tracks implementation. New system is in use. No further changes planned locally other than training on the Administrative Incident Reporting System (AIRS).
			50%		Region 6 has recently completed neglect training that included a summary of findings from fatality reviews
• Incident reports	2003-2005				Supervisors in each area of the region trained. All AIRS input still goes through CPS coordinator.
					AIRS implemented throughout region; findings discussed at all levels.
			Ongoing		Need to finalize education plan for upcoming FY.

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					CPS coordinator implemented plan through region and works on this with CPS supervisors.
			50%		AIRS training has not yet been provided by HQ. Incident reports are reviewed by AA and RA.
• Peer case record reviews	2003-2005				Peer case reviews taking place in Moses Lake, Wenatchee, Omak. Peer reviews happen in the other offices upon request.
					Full-time management rotation position to coordinate peer case record reviews, develop training, policy, procedure and system improvement in response to review findings.
			Exceeded 100% to be completed by mid-2003		Three offices doing peer reviews; two more offices beginning mid year; starting in May, area administrators required to provide written plan to RA about how they will address three major performance concerns identified in peer reviews.
					The accreditation manager is implementing our peer review process and addressing our needs in every area.
			On-going in Kitsap. Just beginning in Pierce.		CQI team in Bremerton office has leadership role in working for system improvements. Similar team will be established in Tacoma FY 04.
					R6 completes regular peer case reviews in all offices with corrective action plans; in addition R6 has disseminated a summary of findings for all of Region 6.
Implement recommendations from the JLARC audit of the DCFS caseload and staffing request (See S-1.B, C, WB-1.A and O-7.A)	2003-2005	X		Feb-03	
• Design and implement new staffing model as appropriate	2005-2007				
Collaborate with community to develop one-stop shopping family support centers (See O-1.C)	2007-2009			2003-2007	No Wrong Door and Family and Children's Services Integration Initiative projects.

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<b>WB-1.A Increase worker visits with child</b>					
Social workers will visit with children in caregiver's home once every 90 days	2003		Ongoing		
Develop policy to increase contact with children in care	2003-2005				
• Increase social worker visits to once every 60 days with at least once every 90 days in	2004			Sep-03	
• Increase social worker visits to once every 30 days with at least once every 90 days in caretaker's home	2005			Jul-04	Increase social worker visits with children in any location to once every 30 days (CFSR and Accreditation)
• Implement recommendations from the JLARC audit of the DCFS caseload and staffing request (See S-1.B, C, S-2.B, O-7.A)	2003-2005	X		Feb-03	
• Design and implement new staffing model as appropriate	2005-2007				
Explore increasing social worker visits with all children in any location to twice every 30 days, if staffing levels increase accordingly	2009				
<b>WB-1.B Increase worker visits with parents</b>					
Increase social worker visits with parents to once every 30 days (CFSR)	2004				
<b>WB-1.C Involve family, child, and foster family in case planning</b>					
Promote a culture that embraces a collaboration between foster families and social workers (See FC Improvement Plan) (See O-2.D)	2003-2005		10%	2006	
• Develop strategies for consistency in including foster parents and relative caregivers in case staffings, educational planning, and medical management of the children they care for			10%	2006	
Develop strategies to include biological parents in case staffings, educational planning, and medical management of their children	2003-2005				OCAR study of involving fathers in case planning will provide information.

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Develop strategies to include older children in case staffings, educational planning, and medical management of their lives	2003-2005				
WB-1.D Respond to needs of child, family, and foster parent					
Evaluate use of Family Preservation Services and identify ways to use it to strengthen bio families	2003		Yearly		OCAR FPS study will provide information. Pending hiring for program manager position.
Improve the assessment of risk when returning children to their homes (See Kids Come First Action Agenda)	2003-2005	X			
• Increase supports for foster care (See FC Improvement Plan)			10%		Respite 100% complete.
WB-2.A Children in placement are supported in age-appropriate educational and developmental programs					
Improve the educational outcomes for children in foster care (See Kids Come First Action Agenda)	2003-2005				
• Improve tracking of education status			30%		Educational status is tracked for children upon exit from care at age 18 years.
• Children with Passports					
• Children without Passports					
• Develop training to support child's education					Taught within new academy model within the Essential Connections portion of the curriculum.
• Train social workers on responsibilities to monitor educational status and advocate for legal rights of children in foster care			30%		Also taught in the new academy model. Included in "Working with Children in Care."
• Train foster parents on responsibilities and advocacy for child's education	2003-2005				Webcast on Independent Living 4/03. Ongoing specialty workshops for IL. Included in Pre-service and In-Service training. Plan to refocus on accreditation standards.
• Collaborate with SPI and community partners (See O-1.C)			10%		Developing education oversight committee.

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<ul style="list-style-type: none"> <li>Work with schools to develop liaison from each school to know and work specifically with children in foster care</li> </ul>	2007				
<b>Implement standardized educational, health, and mental health assessments of children in out-of-home care (Kids Come First Action Agenda)</b>	2003-2007				
<ul style="list-style-type: none"> <li>Fully implement Kidscreen (Kids Come First Action Agenda)</li> </ul>	2003-2005	X		2002	
<ul style="list-style-type: none"> <li>Develop plan with SPI for completing educational assessments of children in foster care to adequately address their needs (ILS)</li> </ul>	2007		20%		
<b>Improve transition services for youth emancipating from foster care</b>	2003-2005		50%		Foster Youth Transition and Casey Alumni Study will provide information.
<ul style="list-style-type: none"> <li>Implement ILS for youth formerly in foster care, age 18-21</li> </ul>			60%		
<ul style="list-style-type: none"> <li>Increase access to higher education and vocational opportunities for youth emancipating from the foster care system (ILS Plan)</li> </ul>			X		Applying for federal grant, Federal Education and Training Voucher Program. Governor's Scholarship program began in 2002 provides scholarships to a growing number of children.
<ul style="list-style-type: none"> <li>Develop booklet regarding all education and training opportunities for youth emancipating from foster care</li> </ul>					
<ul style="list-style-type: none"> <li>Develop booklet explaining other transition options following foster care</li> </ul>					
<ul style="list-style-type: none"> <li>Work with SPI to increase vocational preparation options</li> </ul>					Re-evaluate strategy to include collaboration on multiple levels. See WB-2.A and O-1.C.
<ul style="list-style-type: none"> <li>Improve transition to services provided by DDD, MHD, ADSA, and Title XIX</li> </ul>					
<b>Develop ILS services for youth age 13–15 who are likely to remain in foster care until age 18, focusing on school stability and achievement</b>	2003-2005		30%		Proposal to redesign contract. Pilot projects are started in almost all regions.
<b>Improve educational and developmental services to preschool children</b>					

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<ul style="list-style-type: none"> <li>Identify steps to increase referrals of children ages 0-6 to early childhood programs</li> </ul>	2003		20%		Pilot in Kent Office May 2003.
<ul style="list-style-type: none"> <li>Identify steps to increase enrollment of children ages 0-6 in early childhood programs</li> </ul>	2003-2005				Dr. Bergman paper available. No actions have begun yet.
<b>WB-2.B Minimize school moves for children in foster care</b>					
<b>Improve educational outcomes for children in foster care (See Kids Come First Action Agenda)</b>	2003-2007				
<ul style="list-style-type: none"> <li>Implement SB 6709 to develop protocols and procedures for maintaining children in their school of origin when they are placed in care (see O-1.C)</li> </ul>			20%		Implement SHB1058.
<ul style="list-style-type: none"> <li>Collaborate with SPI, foster parents, volunteers, and community partners to maintain children in same school whenever possible (see O-1.C)</li> </ul>			20%		
<ul style="list-style-type: none"> <li>Develop strategies to increase school stability and decrease loss of credits due to school moves</li> </ul>			20%		
<b>Clarify the education-related information that can be shared between Children's Administration, schools, and other agencies</b>	2003		20%		Draft paper produced with SPI and CA AAG's.
<b>WB-3.A Physical health needs are met</b>					
<b>Implement standardized education, health, and mental health assessments of children in out-of-home care (See Kids Come First Action Agenda)</b>	2003-2007				
<ul style="list-style-type: none"> <li>Fully implement Kidscreen</li> </ul>	2003	X		2002	
<ul style="list-style-type: none"> <li> <ul style="list-style-type: none"> <li>Provide staff training</li> </ul> </li> </ul>		X		2002	Now held twice a year.
<ul style="list-style-type: none"> <li> <ul style="list-style-type: none"> <li>Conduct focused case review</li> </ul> </li> </ul>		X		2003	
<ul style="list-style-type: none"> <li> <ul style="list-style-type: none"> <li>Provide monthly management reports to ensure children are screened</li> </ul> </li> </ul>			Ongoing		
<ul style="list-style-type: none"> <li> <ul style="list-style-type: none"> <li>Involve bio parents in well-child/EPSTD exams and provide opportunities for participation in their children's health care</li> </ul> </li> </ul>				2005	
<ul style="list-style-type: none"> <li> <ul style="list-style-type: none"> <li>Include plan to meet child's needs in ISSP and Passport</li> </ul> </li> </ul>				2005	
<ul style="list-style-type: none"> <li> <ul style="list-style-type: none"> <li>Improve health records for non-Passport kids</li> </ul> </li> </ul>	2007				



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• Collaborate with Medical Assistance Administration to obtain needed health care for all children in out-of-home care (See O-1.C)	2003-2007		90%	2007	
• Obtain annual EPSDT exam for all children in care	2003-2005		80%	2005	
• Track annual EPSDT exam for all children in care	2007				
• Obtain dental services for children in care (See O-1.C)				2009	
• Develop method in CAMIS to document when we are unable to obtain dental care for children (See O-4.B)					
WB-3.B Mental health needs are met					
Implement standardized education, health, and mental health assessments of children in out-of-home care (See Kids Come First Action Agenda)	2003-2005				
• Fully implement Kidscreen		X		2002	
• Train social workers to clearly document current mental health status of children and to relate this to parental behaviors			Ongoing		Training held twice a year.
Enhance coordination with MHD for services to children with mental health needs (See CA-MHD Plan) (See O-1.C)	2003-2005		20%		
• Develop statewide and local initiatives and protocols with RSN's			75%		
Enhance coordination with MHD for services to children with mental health needs (See CA-MHD Plan) (See O-1.C)	2003-2005				
• Develop statewide and local initiatives and protocols with RSN's			75%		
Participate in establishing demonstration sites for a statewide children's system of care (ESHB2574a) (See O-1.C)	2003-2005		95%		Memo of understanding is complete and out to the county for signature.

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<b>Develop specialized placement services for hard to place children</b>	2003-2007				
<ul style="list-style-type: none"><li>Participate in DSHS Select Committee for adolescents in need of long term placement (See O-1.C)</li></ul>			10%		Follow-up work happening with three work groups.
<ul style="list-style-type: none"><li>Implement recommendations of DSHS Select Committee on hard to place children</li></ul>			10%		In process through work groups.
<ul style="list-style-type: none"><li>Develop professional foster homes with specialized training and compensation to serve emotionally disturbed children (See O-8.B)</li></ul>			X		Hard to Place workgroup developed into Select Committee. Workgroup being established based on Select Committee recommendations.
<ul style="list-style-type: none"><li>Explore collaborative treatment options between providers and the administration to meet the needs of sexually aggressive youth</li></ul>				Sep-03	
<b>Improve mental health services and availability</b>	2005-2009				
<ul style="list-style-type: none"><li>Explore private practitioners accepting medical coupons</li></ul>					
<ul style="list-style-type: none"><li>Explore specific contracts for mental health agencies to provide support services to children, foster parents, and families</li></ul>					
<ul style="list-style-type: none"><li>Seek alternative funding options for mental health services to youth</li></ul>					
<ul style="list-style-type: none"><li>Explore options for creating specific certification requirements for mental health professionals in treating children and parents impacted by child abuse and neglect</li></ul>					
<ul style="list-style-type: none"><li>Develop pilots for out stationed MH consultants in local offices</li></ul>					Region 6 has two medical consultants that regularly visit offices and provide consultation to staff as well as foster parents; one is a child psychiatrist.
WB-3.C Social and emotional needs are met					
<b>Complete follow-up steps to 2001 Normalcy Guide for Foster Parents</b>	2003-2005				

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<ul style="list-style-type: none"> <li>Finalize licensing requirements WACs to allow an overnight visit without a background check on friend's family</li> </ul>			90%		Emergency WAC in place. Permanent WAC yet to come.
<ul style="list-style-type: none"> <li>Develop booklet explaining to foster parents and youth when background checks are required; clarify background check requirement with family members</li> </ul>				Mar-04	
<ul style="list-style-type: none"> <li>Purchase graduation items for graduating seniors (caps, gowns, yearbooks, senior pictures)</li> </ul>		X		2002	SSPS code clarified for field staff.
<ul style="list-style-type: none"> <li>Provide list of can and can't do's for children in foster care – posted on AG website</li> </ul>			90%	Jun-03	Arrangements for website in motion.
<b>Provide ongoing training to foster parents and social workers about increasing normal experiences for children in foster care</b>	2003-2005	X		Jan-01	Offered in PRIDE in-service on Normal Development, Behavior & Growth of children in care. Addressed in the "Working with Children in Care" curriculum in the new academy model.
<ul style="list-style-type: none"> <li>Training on how to facilitate background checks for child visitation</li> </ul>			X		Guidelines for Foster Child Activities allow an overnight stay with a friend without a background check on the family.
<ul style="list-style-type: none"> <li>Establish a workgroup to document and facilitate strategies to respond to the clothing and personal care needs of children in care; involve foster parents, children in care, social workers, supervisors and the ILS Program Manager</li> </ul>	2004-2005				
<ul style="list-style-type: none"> <li>Training on choices of children in foster care regarding attendance at religious services</li> </ul>	2003-2005	X		2003	See WB-3.D. Addressed in "Working with Children in Care" portion of academy; WAC 388-148-0430 clarifies child's rights.
<b>Increase child and adolescent input into plan</b>	2003-2005		75%		
<ul style="list-style-type: none"> <li>Conduct periodic focus groups with youth in foster care</li> </ul>			75%		
<b>Explore increased funding for clothing purchases</b>					
<ul style="list-style-type: none"> <li>Develop budget request to increase clothing allowance</li> </ul>	2003-2005			2005-2007	Not a budget priority; explore other strategies first. See below.

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<ul style="list-style-type: none"> <li>Establish a workgroup to document and facilitate strategies to respond to the clothing and personal care needs of children in care; involve foster parents, children in care, social workers, supervisors and the ILS Program Manager</li> </ul>	2004-2005				
<b>Modify the ILS curriculum to support youth in avoiding involvement with high-risk behavior. (See ILS Plan)</b>	2003-2005				Proposal to redesign contract.
<ul style="list-style-type: none"> <li>Help youth obtain treatment for substance abuse</li> </ul>					Proposal to redesign contract.
<ul style="list-style-type: none"> <li>Avoid criminal activities</li> </ul>					Proposal to redesign contract.
<ul style="list-style-type: none"> <li>Avoid teenage pregnancy</li> </ul>					Proposal to redesign contract.
<b>Complete Foster Youth Transition Study and implement recommendations (See O-6.A)</b>	2003		70%	2004	
<b>Improve ILS services to youth in foster care (See ILS Plan)</b>					
<ul style="list-style-type: none"> <li>Provide youth with completed ILS checklist prior to exiting care so they can obtain essential documents</li> </ul>	2003	X		2002	In policy.
<ul style="list-style-type: none"> <li>Establish a workgroup to document and facilitate strategies to respond to the clothing and personal care needs of children in care; involve foster parents, children in care, social workers, supervisors and the ILS Program Manager</li> </ul>	2004-2005				
<ul style="list-style-type: none"> <li>Develop youth advisory boards in each region to promote youth voice in the development of policy and programs for older youth in out-of-home care</li> </ul>	2003		20%		Developed in Regions 2 and 6.
<ul style="list-style-type: none"> <li>Develop project to provide employment opportunities for youth in foster care (See O-1.A)</li> </ul>	2003			2004-2005	Need to make contacts and establish communication strategy.
<ul style="list-style-type: none"> <li>Create a fund to help children transition from foster care and to serve youth formerly in foster care</li> </ul>	2005		40%		Seven transition programs in place. Applying for education and training voucher federal grant.
<ul style="list-style-type: none"> <li>Provide a structure where appropriate for older children in foster care to mentor younger children in foster care</li> </ul>	2007		20%		

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<b>WB-3.D Cultural needs of children are met</b>					
Clarify choices of children in foster care regarding attendance at religious services	2003	X		2003	WAC 388-148-0430 clarifies child's rights regarding attendance at religious services.
Place children close to family/extended family (See P-2.A, B)	2003		X		See P-2A, B.
Implement statewide and regional diversity workplans	2003-2005		25%		
Explore use of cultural assessments (ex: mental health uses one)	2005		25%		
Focus on cultural connections made by foster parents with family	2005				
<b>P-1.A Increase permanency for children in out-of-home care</b>					
Target services to support and increase successful adoptions	2003-2005				
• Increase adoptions by increasing the number of children registered with Washington Adoption Resource Exchange			75%		WARE registrations increased by a few hundred children last winter.
• Implement Family Home Study for relative care (See P-1.C)			80%		
• Implement Family Home Study for foster parent adoption (See P-1.C)			80%		
• Determine need for increases in staff to process adoption support applications	2003-2007			2005-2007	
Explore approaches to increase successful reunifications	2003-2007		Ongoing		
• Improve treatment services for families					
• Increase birth family/foster family partnerships					
• Increase family group conferencing and mediation					
• Develop new models to address substance abuse by parents					

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Consider SOS Child Village Model in Florida and Ohio, with housing and respite providers					
<b>Target services to support dependency guardianship, long-term foster care with relatives and foster parents, third-party custody, and independent living</b>	2003-2007				
<ul style="list-style-type: none"> <li>Develop policy clarifying appropriate situations to pursue each type of permanent plan</li> </ul>					
<ul style="list-style-type: none"> <li>Develop policy clarifying minimum agency services to be provided for each type of permanent plan</li> </ul>					
<ul style="list-style-type: none"> <li>Educate caretakers and birth parents on their roles in making choices regarding permanent plans for children</li> </ul>					Educational video developed in collaboration with juvenile court explaining dependency process. Will be shown in waiting room of juvenile court.
					Planned "Dependency 101;" new centralized adoption unit for focus/consistency; increased adoption planning reviews; developing staff training.
			Ongoing		Have emphasized working more closely with relatives and extended family; will do three trainings during remainder of 2003 regarding topics mentioned with parents.
					Program managers, AAs and supervisors are focusing on this. Family group conference positions are utilized to carry this out as well as LICWAC.

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<ul style="list-style-type: none"> <li>Develop supportive tools such as written long-term foster care agreement content</li> <li>Develop method to track each type of plan completion in CAMIS (long-term foster care with relatives and foster parents, third-party custody, and independent living)</li> <li>Target services toward completing permanency for adolescents</li> </ul>			50%		Dependency 101 implemented in Kitsap for parents, planned expansion in FY 04 to relative caregivers. Prevention specialists in each office support parents/relative caregivers requesting placement. Relative caregivers' fair provides education in roles and permanency planning. More work is planned for relatives in setting up training and providing on-going support to the decision making process. Regular training is offered to foster parents at association meetings.
			50%		Offices have developed training matrixes describing legal rights and parental powers re: adoption vs. guardianship.
					Case plans for adolescents reviewed every six months in Spokane. Supervisors review in outlying offices.
					Ongoing legally free youth case reviews; goal of permanent connection in ILS contracts.
			Ongoing 8%		Emphasize ILS being provided by BRS providers; educate DCFS staff about what ILS services are reasonable to expect BRS providers to provide and at what age.
					The adoption program manager is meeting with adolescent workers to focus on this and the group care coordinators are addressing this issue with supervisors.

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			40%		Prognostic staffing on all adolescent cases to review permanent plans and target services to achieve permanence combined with Independent Living Skills Training and Transitional Living support for all adolescents. Many regional staff participated in training offered jointly by Regions 5 & 6. More work needs to be done to change the culture of the adolescent CWS units in both permanency and in integrating youth into extended family systems.
			50%		Experts in adolescent permanency have trained the management team and staff. A permanency project focusing on teens in care over 2 years is being completed to identify and provide permanent homes; ongoing tracking of this population is done on a quarterly basis.
<b>Engage the community in supporting families and in improving the foster care system to improve permanency (See Kids Come First Action Agenda) (See O-1.A)</b>	2003-2005				
• Support the activities of the Washington Permanency Summit			50%		Permanency Forums held 2003; last Permanency Summit will be in February 2004. This will be folded into CFSR permanency goals. See P-1.D.
• Early identification of relatives			X		Training on relative search is planned in R6. Kinship care is the focus of the regional management team this quarter. A regional position is being created to focus on relative search and kinship care. See P-1.D.
• Substance abuse treatment for birth parents on demand			X		Treatment providers have agreed to allow immediate access for substance abusing parents who are enrolled in Family Treatment Court in Thurston County. See P-1.D.



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<ul style="list-style-type: none"> <li>Reducing the disproportionality of Native American and African American children in the foster care system</li> </ul>			X		Addressed in Diversity Plans.
<b>Reduce barriers to permanency for ICPC placements</b>	2004				
<ul style="list-style-type: none"> <li>Increase out-of-state support, such as border agreement with Oregon</li> </ul>			25%		
<ul style="list-style-type: none"> <li>Expedite and make in-state process more user friendly</li> </ul>			75%		
<b>P-1.B Increase stability of children in out-of-home care</b>					
<b>Provide more stable placements for children in foster care (See Kids Come First Action Agenda)</b>	2003-2007				
<ul style="list-style-type: none"> <li>Oversee and implement Foster Care Improvement Plan (See FC Improvement Plan) (See O-2.D)</li> </ul>	2003-2005		40%	2006	
<ul style="list-style-type: none"> <li>Promote a culture that embraces a collaboration between foster families and social workers</li> </ul>	2003-2005		10%	2006	
<ul style="list-style-type: none"> <li>Increase supports for foster care</li> </ul>	2003-2005		10%	2006	Respite 100% complete.
<ul style="list-style-type: none"> <li>Increase foster home retention, recruitment, training, supervision, and diversity</li> </ul>	2003-2005		30%	2006	
<ul style="list-style-type: none"> <li>Increase kinship placements (See P-2.A)</li> </ul>	2003-2005				See P-2.A for regional comments.
<ul style="list-style-type: none"> <li>Increase diligent relative searches</li> </ul>					This will be addressed via HB1233 workgroup.
<ul style="list-style-type: none"> <li>Expand resources and develop new permanent planning options for hard-to-place and troubled children</li> </ul>	2005-2007				
<ul style="list-style-type: none"> <li>Develop foster families as permanency planning resources</li> </ul>			99%		
<ul style="list-style-type: none"> <li>Increase supports to foster parents</li> </ul>		X			Respite 100% complete.
<ul style="list-style-type: none"> <li>Cultivate career foster parents - initiate a feasibility study to move from foster parents as volunteers to professionals</li> </ul>					

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<ul style="list-style-type: none"> <li>Partner with Families For Kids to establish permanency wrap-around teams for children in care more than a year who are not in a home where they can remain until age 18</li> </ul>			X		
<b>Establish statewide workgroup to review case records with multiple placements and identify specific strategies to address issues</b>	2003-2004		75%		
<ul style="list-style-type: none"> <li>Focus on children with longest time in care and most placements</li> </ul>			X		A statewide workgroup completed a comprehensive report of children including case studies and data analysis. CA Management reviewing recommendations.
<ul style="list-style-type: none"> <li>Implement recommendations</li> </ul>					As recommendations are developed.
					Working more closely with bio parents and extended family members; will implement recommendations when workgroup completes review.
					Addressing this as a regional MTM. Implementation of some of the recommendations is forthcoming.
					Waiting for headquarters direction regarding recommendations of work group.
<b>Pilot approaches to increase stability identified by youth in foster care</b>	2003-2005				
					Breakthrough Series executive committee includes RA and AA; pilots starting in four offices.
			30%		Considering the creation of a Family Empowerment Unit CCS case consultation agreement renewed.
<ul style="list-style-type: none"> <li>Arrange meeting between children and prospective foster parents before placement to go over the rules of the house</li> </ul>					Homefinders to match placement.
					Prospective foster family bio information for youth to review pre-placement and help select.

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<ul style="list-style-type: none"><li>Listen to kids in determining important qualities for matching children with appropriate placements</li></ul>					Placement unit is doing this whenever possible prior to placement.
					Occurs in context of child/social worker relationship. Kidscreeners also provide valuable information about placement requests to social workers and placement desk. We have started no new initiatives in this area.
					Homefinding will work with foster parents and children to arrange appropriate placements.
					Prospective foster family bio information for youth to review pre-placement and help select.
					Looking at developing protocol for "matching" during 2003 accreditation preparations.
					This is being facilitated by the placement unit and the assigned social worker when possible.
<ul style="list-style-type: none"><li>Place siblings together, and when impossible, explain reasons to children and facilitate frequent visitation (See P-2.B)</li></ul>			50%		Tracking placement of siblings together or apart; assessment center in Pierce permits increased sibling placements; active recruitment of foster homes for sibling groups.
					Homefinding tracking why siblings not placed together.
					Pilot for sibling visitation at McDonald's via coordination between foster parents; tracking reason why siblings not placed together.
					Look at developing a protocol during 2003 accreditation preparations.
					This is being piloted in the African American Office as part of their Kincare focus and utilized in other offices when possible.
			50%		Tracking placement of siblings together or apart; assessment center in Pierce permits increased sibling placements; active recruitment of foster homes for sibling groups.

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			X		Region 6 has not done systemic training; varies from office to office; more probable that siblings of 2 are placed together than large sibling groups.
<b>Pilot approaches to maintain existing foster placements</b>	2003-2007				
<ul style="list-style-type: none"> <li>Pilot Stabilization Teams</li> </ul>	2005				
<ul style="list-style-type: none"> <li>Develop strategies to increase school stability, which supports placement stability</li> </ul>	2005		20%		R5 beginning school based foster home recruitment. R2 doing as part of Breakthrough Series. R1 doing as part of Street Youth Program. Will be part of implementing HB1058.
<ul style="list-style-type: none"> <li>Conduct research study of children who have multiple placements and implement recommendations (See P-1.B)</li> </ul>	2007		30%	2003-2005	A statewide workgroup completed a comprehensive report of children including case studies and data analysis. Recommendations were presented to CA Management.
<b>P-1.C Decrease length of stay without increasing re-entry</b>					
<b>Complete research and recommendations to improve policy and practice for children who re-enter care after reunification with their families (See O-6.A)</b>	2003-2005		30%		
<ul style="list-style-type: none"> <li>Evaluate characteristics of children and families</li> </ul>			30%		
<ul style="list-style-type: none"> <li>Integrate recommendations with policy and practice changes</li> </ul>					
<b>Explore increased funding for supervised visits to support reunification</b>	2003-2005		20%		
<b>Implement home study for relative care (See P-1.A)</b>	2003-2005		80%		
<b>Implement home study for foster care and adoption (See P-1.A)</b>			80%		
<b>Implement adoptive parent satisfaction surveys</b>	2005		25%		
<b>Improve post-adoptive support services for special needs children to reduce adoption displacement</b>	2005		25%		

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Develop practical model to increase support to birth families after reunification	2005				
Implement methods to reduce time from TPR to adoption finalization (ex: Concurrent planning, work with AAG's)	2005				
<b>P-1.D Decrease over-representation of minority children in care</b>					
Increase placement of children of color in kinship care	2003-2005				Addressed in Diversity Plans.
Engage the community in supporting families and in improving the foster care system to improve permanency (See Kids Come First Action Agenda) (See O-1.A)	2003-2005				
• Support the activities of the Washington Permanency Summit					Permanency Forums held 2003; last Permanency Summit will be in February 2004. This will be folded into CFSR permanency goals. See P-1.A.
• Early identification of relatives			X		Training on relative search is planned in R6. Kinship care is the focus of the RMT this quarter. A regional position is being created to focus on relative search and kinship care. See P-1.A.
• Substance abuse treatment for birth parents on demand			X		Treatment providers have agreed to allow immediate access for substance abusing parents who are enrolled in Family Treatment Court in Thurston County. See P-1.A.
• Reducing the disproportionality of Native American and African American children in the foster care system			X		Addressed in Diversity Plans.
Implement requirement that new policy development include an analysis of the impact on children of color	2003			2004-2005	
<b>P-2.A Increase relative placements</b>					

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Collaborate with Economic Services Administration to investigate options to enhance support for relative caregivers (SHB1397) (See O-1.C)	2003-2005		50%		HB1233 workgroup will do this.
Implement SHB 1233 to enhance support for relative caregivers	2003-2005				
Increase emphasis on relative search for all children in placement	2003-2005				
					Spokane has a relative search specialist and Indian Ancestry specialist.
					Three offices have relative search specialists; contract with SAW for STOP relative placement development program.
			35%		Will have a relative search position filled by 7/1/03; strategizing about the creation of a Family Empowerment Unit -- the relative search position would be part of the unit; have stressed the need for relative search and working with bio parents and extended family members.
					The African American office has relative search staff as does the Native American office.
			60%		2.5 FTEs focused on relative search; FAST contract for relative search and placement prevention for children with high needs. Increased focus on relative placements in prognostics and other staffings. Regional policy, issued 4/17/2003, sets expectations for increased outcomes. Ongoing training is being provided. Need to continue to focus on culture shift. Regional goal is 35% relative placements. We have moved from 26% to 30%.

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					A regional position has been used to assist offices in completing relative search projects. Training will be given in the near future regarding relative search. FAST has piloted cases to assist in the relative search.
<b>Examine policies for consistency with Accreditation relative and kinship standards</b>	2003-2005		33%		Analysis complete; plan complete. Implemented in offices going through accreditation.
• Develop and implement plan to meet standards			X		
<b>Recognize and collaborate with community groups representing relatives</b>	2003-2005		25%		Working with legislature on kinship care, relatives placement and stakeholders. See regional comments.
					Working with juvenile court and LICWAC to include relatives in process.
					"Dependency 101" to support and provide info to relatives; ongoing collaboration and support of relative placements, e.g., via HBS, Yakima Nation.
					This is a focus of the African American office and there is a community committee meeting regarding looking at pilots for this.
			80%		Relatives Raising Children a partner for regional foster care improvement activities; Relative Resource Fair - both offices, May 03; Coordination with court to facilitate 3rd party custody is occurring in Pierce County with plan to move products/procedures developed to Kitsap County.
			X		Region 6 has relationships with tribes that usually support relative placements.
<b>CAMIS enhancements to track long-term foster agreements with relatives (See O-4.B)</b>	2003-2005			2004-2007	
<b>P-2.B Preserve connections with parents, siblings, and other significant people</b>					

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Focus on increasing contact between children in foster care and their siblings (See P-1.B, P-1.C)	2003		Ongoing	2003-2005	Now in statute. Implement ESSB5779. See regional comments.
					Homefinding tracking why siblings not placed together.
					Pilot for sibling visitation at McDonald's via coordination between foster parents; tracking reason why siblings not placed together.
			Ongoing		Drafting a best practices handbook for connections between bio parents and kids in foster care; target date for completion is 11/15/03; secured third year of connections project grant funding.
					This is a focus of the African American Office and is being piloted as a part of their kincare project.
			50%		Work study case aides doubled to assist with increased visitation - including sibling visits. We feel we are doing what we can utilizing current resources, but would also like to focus on caregiver (foster and relatives) taking this on in a more systemic way.
			X		Most Region 6 staff try to do this, but we are not measuring this or training to this at this time.
Focus on increasing contact between children in foster care and their parents	2003-2004				
					Visitation office in Spokane facilitates visits.
					Planned regional case planning training to emphasize.
			Ongoing		Connections Project in Snohomish County.
			50%		Visitation Protocol developed jointly with court in Pierce County; under review in Kitsap. This helps target visitation resources where they are most needed, but still is limited due to resource shortage.



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			X		Fatherhood projects have been completed in four offices. Considerable training for staff has been completed in this area funded by the Stuart Foundation.
• Explore increased funding for supervised parent/child visits	2003-2004		20%		
• Consider less structured family visits for older children in foster care (less protection because they need to see their parents as they really are)	2003-2004				
					AA in Spokane supervising adolescent units will review R5 guidelines.
					AA's reviewing R5 guidelines; new supervised visits contracts will limit more.
			Ongoing		In March and April 2003, AA's have discussed this with their staff and have changed practice in some offices.
					This is being implemented throughout the Region.
			70%		Visitation protocol permits reduced supervision as safety concerns decrease - age is considered. Still under review in Kitsap; adopted in Pierce.
<b>Focus on increasing contact between children in foster care and their extended family members and/or other significant relationships (See P-1.B)</b>	2004				
					Explore contracts for family group conferencing.
					Planned regional case planning training to emphasize; increased contracts to provide family group conferencing.
			Ongoing		Connections Project; handbook to be developed.
					This is a part of the African American and Native American offices and being done in other offices without tracking and monitoring.

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			50%		Relative Placement Policy emphasizes search for extended family and connection with those not able to offer placement. Limited due to lack of resources as well as need to continue focus on shifting culture of the office.
			X		Increased efforts have been made in kinship in Region 6. Region 6 has dedicated a FTE to improve the use of FGC's.
Focus on increasing contact of children in foster care with their fathers, and, if not possible, with mentors of a different gender than primary parent or single foster parent	2005				
<b>O-1.A On-going partnership, communication and consultation with Tribes, consumers, service providers, out-of-home care providers, juvenile court, other public and private agencies, and include their concerns</b>					
Provide open and frequent communication to the public, service providers, community partners and the media (See Kids Come First Action Agenda)	2003-2005				
• Enhance use of Internet to promote positive image and support			20%		Increasing the numbers of human interest, "hero," and other stories posted.
• Strengthen public understanding of child abuse and neglect and reporting child maltreatment			Ongoing		Statewide: Child safety campaign pilots in Vancouver and Kelso; <i>Keep Them Safe</i> on-line child safety guide; April CA/N Prevention Month - eight media releases and Internet website established <a href="http://www.dshs.wa.gov/geninfo/capmonth.html">http://www.dshs.wa.gov/geninfo/capmonth.html</a>
• Implement communication priorities			Ongoing		"Preventing abuse and neglect" priority: See above. "Expand the Keep them Safe child safety campaign" priority: Internet website established; successfully piloted safety resources in Vancouver and expanding the pilot to Kelso. "Transformation of the child welfare system" priority: Internet website and media releases <a href="http://www.wa.gov/dshs/geninfo/cws.html">http://www.wa.gov/dshs/geninfo/cws.html</a>

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<ul style="list-style-type: none"> <li>Develop coordinated communications plan with DSHS</li> </ul>			Ongoing		Liaison established with DSHS Communications. Three of nine DSHS communications priorities relate to CA.
<b>Develop communication strategies re project to provide employment opportunities for older youth in foster care (See WB-3.C)</b>	2003			2004-2005	Need to make contacts and establish communication strategy.
<b>Improve the use of child protective teams (See Kids Come First Action Agenda) (See S-1.B and O-8.B)</b>	2003-2005	X			CPT Handbook produced February 2003; created standard referral and recommendation form for use statewide.
<b>Engage the community in supporting families and in improving the foster care system (See Kids Come First Action Agenda and FC Improvement Plan) (See P-1)</b>	2003-2005		50%		
<ul style="list-style-type: none"> <li>Partner with Families for Kids to implement system improvements (Recruitment and Retention Plan and Permanency Priorities)</li> </ul>			75%		Remove Casey Family Programs from partnership - as of 12/02.
<b>Enhance partnerships with community organizations to achieve better outcomes for children (See Kids Come First Action Agenda and FC Improvement Plan) (See O-1.C and O-2.D)</b>	2003-2005		50%		
<b>Develop youth advisory boards in each region to promote youth voice in the development of policy and programs for older youth in out-of-home care</b>	2003-2005		20%		
					AA supervising adolescent units will facilitate planning.
					Plan to implement in conjunction with regional ILS advisory committee.

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					Plan to add a youth member to the Region 3 Oversight Committee to the RA in 2003; plan to create in conjunction with one type or another program advisory committee (whether BRS, ILS, etc); need to develop charter for advisory group(s) and specify membership, roles, etc.
					Will develop as a part of the new ILS contract and advisory committee.
					CA staff and providers are interested. No resources to convene at this time.
Develop and implement customer, stakeholder and foster parent satisfaction surveys	2003-2007		25%		Tools are developed and in Union-Management review process.
Improve consultation and decision sharing with federal, non-federal Tribes, and off-reservation Indian organizations	2003-2009		X		Changed lead to ICW Program Manager. More work to be done; change in staff is a set back.
Implement certification for Tribes to do licensing standards on Tribal lands	2003-2009		50%		Meetings in process discussing criteria.
<b>Customer Service culture change:</b> <ul style="list-style-type: none"> <li>Add to performance appraisal and reward employees who do well</li> </ul>	2003-2009				
					Utilize feedback from customer and foster parent surveys and recognize outstanding performance.
					Utilize feedback from COA surveys and other stakeholder input.
			90%		Customer service added to performance evaluations of most of RAs direct reports in May 2002; will be addressed on an ongoing basis.
					Training and information session is being developed around Performance Appraisals that will address this issue.

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					Strategies vary by section/office and include monthly employee recognition; formal performance review expectations that include customer service; reinforcement at staff meetings. No new initiatives have begun to meet this goal.
					This is frequently addressed in staff performance evaluations. Regular quarterly regional awards are given for staff in the areas of ABCD, creativity and outstanding customer service.
• Spot visits			15%	Continue	Spot checks occur on a random basis.
• Consumer involvement in hiring committees					
<b>O-1.B Annual progress reports</b>					
<b>O-1.C Coordinate service provision with other federal or federally-assisted programs</b>					
<b>Enhance partnerships with community organizations to achieve better outcomes for children (See Kids Come First Action Agenda)</b>	2003-2007				
• DSHS Management collaboration to develop improved access and better treatment services for substance abuse and mental health issues for children in foster care and their families (See S-2.A)			20%		
• Participate in DSHS select committee for adolescents in need of long term placement (See WB-3.B)			10%		In process through workgroups.
• Continue Pierce County pilot collaboration within DSHS			80%		We have set expectations for DCFS staff to attend staffings with Work First on open DCFS cases and are following-up if workers do not attend. We also offer ongoing consultation on cases in which we are not active.
• Enhance coordination with the Mental Health Division for services to children with mental health needs (See WB-3.B)			20%		

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Participate in establishing demonstration sites for a statewide children's system of care (ESHB2574a) (See WB-3.B)	2003-2005		95%		Memo of understanding is complete and out to the county for signature.
Work with Division of Child Support on conflicting requirements and access to information	2003-2005		20% Ongoing		
Implement statewide and regional diversity work plans regarding community involvement	2003-2005		20% Ongoing		
Implement No Wrong Door service integration start-up projects around the state (See S-2.B)	2003-2007		60%		Two projects underway; change of direction may affect strategy.
			50%		Ongoing No Wrong Door project since Jan. 2002.
					May submit a proposal from Region 3 with the CSO (to be determined).
			50%		No Wrong Door (CSI) project ongoing with JRA.
			80%		DCFS involved in NWD project in Region 5 since its inception and have also collaborated to streamline application process for relatives applying for TANF for youth in the custody of DCFS.
			15%		Currently Centralia/Chehalis is involved in a "No Wrong Door" project.
With ESA, co-lead the DSHS-wide Family and Children's Services Integration Initiative with pilots in Bellingham and Spokane (See S-1.A)	2003-2005		5%		
Collaborate with Medical Assistance Administration to increase services (see WB-3.A)	2003-2007		90%		
• Track annual EPSDT exams for all children in care	2003-2007				
• Obtain dental services for children in care (See	2007			2009	
Improve educational outcomes for children in foster care (See Kids Come First Action Agenda) (see WB-2.A, B)	2003-2007				

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<ul style="list-style-type: none"> <li>Collaborate with SPI and partners to improve educational outcomes for children in care</li> <li>Implement SB 6709 to develop protocols and procedures for maintaining children in their school of origin when they are placed in care</li> </ul>			20%		Implement SHB1058.
<b>Work within DSHS to integrate services for children in accordance with the intent of the Olmstead decision</b>	2003-2007	X		2002	
<b>Implement SHB 1233 to enhance support for relative caregivers</b>	2003-2005		50%		
<b>Collaborate with community to develop one-stop shopping family support centers (See S-2.B)</b>	2007-2009			2003-2007	No Wrong Door and Family and Children's Services Integration Initiative projects.
<b>O-2.A Standards for foster homes and residential facilities are reasonably in accord with recommended national standards</b>					
<b>O-2.B Standards are applied to all licensed foster family homes or residential facilities receiving title IV-E or IV-B funds</b>					
<b>O-2.C Criminal background clearances requirements are met as related to licensing or approving foster care, relative care and adoptive placements, and case planning process addresses safety</b>					
<b>Improve the process for OFCL criminal history checks</b>	2003-2005				
<b>Reduce time to process criminal history checks for relatives and adoptive parents</b>	2003-2005				BCCU just started DSHS-wide advisory committee - CPT participating.
<b>O-2.D Recruitment and retention efforts result in adequate numbers, locations, capacity, and ethnic and racial diversity of placement resources</b>					
<b>Provide children in out-of-home care with safe and stable homes (See Kids Come First Action Agenda) (See S-1.C)</b>	2003-2005				
<ul style="list-style-type: none"> <li>Oversee and implement Foster Care Improvement Plan (See FC Improvement Plan) (See S-1.C)</li> </ul>			40%		

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Promote a culture that embraces a collaboration between foster families and social workers			10%		
Increase foster home retention, recruitment and diversity			30%		
Enhance community partnerships and outreach			50%		
Increase supports for foster care			10%		Respite 100% complete.
<b>Engage the community in supporting families and in improving the foster care system (See Kids Come First Action Agenda)</b>	2003-2005		40%		
					Foster Parent Advisory Board. Title IVE program and collaboration with Eastern Washington University.
					Breakthrough Series initiatives, including professional basketball team sponsorship, volunteer brochure produced, college student recruitment.
			Ongoing		Foster care improvement project involvement and outreach with community groups; field office communication plans will also address this.
			50%		Active community participation on county foster care improvement committees; High 5 for Kids; active foster care associations in both counties; Mental health agencies working to improve services to youth in foster care.
			90%		Region 6 has multiple projects around foster care improvements throughout the region.
<b>Complete next steps to 2001 Normalcy Guide for Foster Parents</b>					
<ul style="list-style-type: none"> <li>Revise licensing requirements WAC's to normalize family life in foster care (Ex: child in care spend night with friends without family background check) (See WB-3.C)</li> </ul>	2003		80%	2004	Emergency WAC's in place. Permanent WAC in effect by January 2004.



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Develop guidelines for potential conflict of interest in out-of-home care	2003-2005			Mar-04	Perez bill.
Expand the Foster Care Passport Program	2003-2005			2005-2007	
Ensure appropriate DLR staffing levels (see O-7.A)	2003-2007				
• Evaluate need for DLR staffing based on workload study	2004		50%		Update re training and criminal history changes.
• Request funding for DLR caseload reductions if appropriate	2005				Budget restrictions may delay startup.
• Complete CPS investigations in foster homes within 30 days	2007				
Institutionalize foster parent satisfaction surveys	2003-2005		75%	Jul-03	Survey ready for U-M review then pilot.
Continue to improve foster parent training	2003-2005		Ongoing		Ongoing evaluation and improvement with training and technology improvements for training.
Standardize practice of providing grief and loss counseling for foster parents when appropriate	2007			Jan-03	Offered in Foster Parent Training in in-service, pre-service and special workshops.
<b>O-2.E Cross-jurisdictional resources are used to facilitate timely adoptive or permanent placements for waiting children</b>					
<b>O-3.A Services are appropriate</b>					
Improve matching services to client needs	2003-2005				
• CAMIS ability to track unpaid services (See O-4.B)	2003				
• Evaluate characteristics of children and families with repeat referrals (See S-1.A)	2003-2005		90%		
• Implement recommendations for contracting and practice improvements and CPS/CWS service planning (See S-1.A)	2003-2005				Implement Governor's directive to develop criteria for funding prevention and early intervention services.
Increase service efficiencies (See O-7.A)	2003-2005				
• Improve SSPS payment accuracy			95%		
• Implement PIP team recommendations			X		R2 RBM leads CQI project; July 1 pilot start date.

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Oversee Kidscreen implementation and development of plan and include in ISSP to meet child's needs (See Kids Come First Action Agenda) (See WB-2, WB-3, O-6.A)	2003-2005		70%		
Implement statewide and regional diversity work plans regarding client services and contracting	2003-2005		25% Ongoing		
Increase employee involvement and teamwork to continuously improve service to children and families	2003-2009		10%		
<b>O-3.B Services are accessible statewide</b>					
<b>O-3.C Services can be individualized to meet unique needs</b>					
<b>O-4.A Information system capacity to identify status, demographic characteristics, location and goals for children in foster care</b>					
Implement system to prioritize maintenance and improvement of CAMIS, consistent with strategic goals	2003-2005		70%		
<b>O-4.B Information technology assists workers, supervisors and managers in daily work</b>					
Implement online CAMIS training as a supplement to classroom training for staff (See O-8.A)	2003-2005		70%		
Complete SACWIS certification process	2003-2007		80%		
Implement IT strategic work plan	2003-2007		70%		
Develop CAMIS enhancements to support safety priorities (See Kids Come First Action Agenda) (See S-1, S-2)	2003-2007	X			
Develop CAMIS enhancements to support well-being priorities (See Kids Come First Action Agenda) (See WB-2, WB-3)	2003-2007				
Develop CAMIS enhancements to support permanency priorities (See P-1, P-2)	2003-2007				

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Phase in GUI	2003-2007		50%		
Implement Informational Technology Data Warehouse	2003-2007		60%	2003-2005	
Improve use of Internet to communicate with staff and stakeholders	2003-2007		20%		
Complete HIPAA compliance for CAMIS	2003-2007		20%		
Evaluate additional CAMIS enhancements:	2005-2009				
• Family Assessment					
• Field to distinguish between CPS investigation and CPS service delivery (track unpaid services) (See S-2.A)					
• Automated ISSP					
• Develop method to document when unable to obtain dental care for children (See WB-3.A)					
O-5.A Assures each child has a written case plan developed jointly with parents					
O-5.B Assures timely court and administrative review					
O-5.C Assures termination of parental rights proceedings in accordance with ASFA					
O-5.D Assures foster and pre-adopt parents and relative caregivers have opportunity to be heard in review or hearing with respect to the child					
Ensure tribal notification and participation in citizen review process	2003-2005				
O-6.A Families and children in care receive quality services that protect safety and health					
Oversee Kidscreen implementation and development of plan to meet child's needs (See Kids Come First Action Agenda) (See WB-2, WB-3)	2003-2005		75%		
Improve the assessment of risk for child protective services and when returning children to their homes (See Kids Come First Action Agenda) (See S-2.B)	2003-2005		X		

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Prepare for federal Child and Family Services Review	2003-2004		X		
Commit to meeting best practice standards, ex COA, CWLA, Research (See Kids Come First Action Agenda)	2003-2006		X		
• Management retreat to develop long-range strategies	2003	X		2003	
• Achieve statewide accreditation	2006				
Complete research and recommendations to improve policy, practice	2003-2007				
• Evaluate characteristics of children and families with repeat referrals and make recommendations to improve policy and practice (See S-1.A)			90%		
• Complete re-entry study of factors associated with successful and unsuccessful reunification and make recommendations (See P-1.C)			30%		
• Complete Foster Youth Transition Study and make recommendations (See WB-3.C)			70%		
Establish a schedule for systematic review of major service delivery programs (standards, infrastructure, operations, manual, WACs), including adoptions, adoption support, licensing, CPS, CWS, FRS, Intake	2003				
• Review one major program	2003-2005				
Conduct research study of children who have multiple placements and implement recommendations (See P-1.B)	2007		30%		Research report has been disseminated.
Develop method to track outcomes for children in private agency and tribal custody	2007				
O-6.B Quality Assurance system is comprehensive and consistent					

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<b>Improve the statewide consistency of child welfare decisions in Washington State (See Kids Come First Action Agenda) (See S-1.A)</b>	2003-2005				
• Centralize statewide intake	2003	X		Dec-02	See CAPTA Citizen's Review Panel Report.
• Implement case record review quarterly in all offices	2003-2005		50%	2003-2006	
• Develop user-friendly practice standards guide for all program areas	2003-2005		60%	2004	
<b>Improve accountability by linking practice data to outcomes (See Kids Come First Action Agenda)</b>	2003-2005				
• Improve reporting mechanisms statewide	2003-2004				
<b>Evaluate for implementation recommendations of Data Integrity Team</b>	2003-2005	X		Feb-03	
• Implement recommendations of Data Integrity Team	2004-2005				
<b>Implement recommendations from the documentation (streamline) workgroup to improve SER's</b>	2003-2005	X		2002	
<b>Prepare for Agency Foster Care and Adoption Reporting System (AFCARS) review</b>	2003-2004	X		2003	
• Respond to recommendations	2004				
<b>Implement recommendations of the near verbatim recording and audio taping pilots</b>	2003-2005		90%		Pilots complete; ready to implement but on hold due to budget restrictions.
<b>Improve data collection for incidents, accidents and grievances</b>	2003-2005		75%		
<b>O-7.A Structure, staffing levels and resources support quality service delivery</b>					
<b>Implement statewide central intake call center (See O-6.B)</b>	2003	X			See CAPTA Citizen's Review Panel Report.
<b>Modify FRS Program in accordance with budget cuts</b>	2003	X		2002	

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Request supplemental budget to cover child support payments shortfall	2003	X		Oct-02	
Participate in the Regional Business Services Project to identify business service delivery alternatives within DSHS and pilot approved alternatives	2003-2005				
Improve contract monitoring	2003-2005				
• Develop program specific risk assessment and monitoring tools			75%	Sep-03	
• Implement regional work plans and summaries			50%	Oct-03	
• Establish contract information intranet website site			30%	Nov-03	
Implement diversity work plans regarding contracting	2003-2005		20% Ongoing		
Implement PIP team recommendations (See O-3.A)	2003-2005		95%		
• Evaluate results of quality improvement team		X		Apr-03	
• Implement PIP team recommendations			X		R2 RBM leads CQI project; July 1 pilot start date.
Maintain federal SSI/SSA funding					
• Respond to SSI/SSA lawsuit	2003		95%	Jun-05	
• Headquarters support regional staff to identify SSI/SSA eligible children and advocate for benefits on their behalf	2003-2005		Ongoing		
Increase federal IV-E funding					
• Stay actively involved in federal discussions re child welfare funding	2003-2005		Ongoing		
• Headquarters support regional staff to accurately reflect IV-E eligibility	2004		30% Ongoing		
• Refine IV-E penetration rate	2005		95%		
• Provide QA for IV-E with CAMIS eligibility tool (See O-4.B)			80%		
• Implement replicable eligibility process			30%		

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Apply for IV-E demo waiver for intensive service options (See S-1.A)	2003-2005				Demo waiver authorization at the federal level has not been reauthorized. We will apply if federal reauthorization for additional demo waivers passes Congress.
Implement recommendations from the JLARC audit of the DCFS caseload and staffing issues (See S-1.B, C, S-2.B and WB-1.A)	2003-2006	X		Feb-03	
• Prepare proposal for improved staffing model with costs		X		Nov-02	
• Explore options for funding studies of specific workload, such as in-home dependency cases					
• Design and implement new staffing model as appropriate				2005-2007	Budget restriction.
• Evaluate need for staffing based on improved model				2005-2007	Budget restriction.
Establish workgroup to review allotment methodology	2004				
Seek appropriate DLR staffing levels	2003-2006				
• Evaluate need for DLR staffing based on workload study			50%		Update re training and criminal history changes.
• Request funding for DLR staffing if appropriate			20%		Budget restriction; delay start up. (FP Trainers - 8 FTEs requested in 2003-05.)
Use every opportunity to review or re-design service delivery model	2003-2009				
• Centralized intake function	2003	X			See CAPTA Citizen's Review Panel Report.
• Review or revise FRS and ARS programs	2003-2005				
<b>O-7.B Agency provides adequate support for a quality working environment</b>					
Implement background checks on Children's Administration employees					
• Establish employee review committee	2003	X		2002	
Implement employee satisfaction survey	2003		50%	2004	Developed and printed; pending Union-Management review.

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Convene joint union-management work group to review and streamline various required staffings	2003				
Implement a comprehensive internal communication strategy with the Children's Administration (See Kids Come First Action Agenda)	2003-2005				
<ul style="list-style-type: none"> <li>Improve use of Children's Administration Intranet</li> </ul>			60%		Redesigned Intranet launched March 2003. Top stories change frequently; pages updated as needed. Feedback link on each page. Number of hits increased from 1767/day to more than 2500/day in first month.
<ul style="list-style-type: none"> <li>Develop multiple methods for communications within the administration</li> </ul>			50%		Intranet use is increasing (see above).
<ul style="list-style-type: none"> <li>Provide social workers with enhanced information on community services</li> </ul>					
Implement the Reward and Recognition plan	2003-2005		X		Region 6 gives out awards to staff and foster parents on a quarterly basis.
Evaluate for implementation the recommendations from the Staff Retention Team	2003-2005	X			
<ul style="list-style-type: none"> <li>Implement recommendations from the Staff Retention Team</li> </ul>	2004-2006				
Implement the Quality Initiative	2005-2009		Ongoing		
<b>O-8.A Employee development and training supports agency goals and objectives</b>					
Provide staff training to implement safety, well-being and permanency strategies (See Kids Come First Action Agenda)	2003-2005				
Redesign staff training model (See S-1.D)	2003-2005				
<ul style="list-style-type: none"> <li>Develop training competencies for CPS, CWS, FRS and DLR</li> </ul>			75%	Dec-03	Competencies completed on CPS, CWS, Adoptions, DLR-CPS, CI. Still need to complete DLR-Licensing, FRS. Also completed a CORE curriculum for general CA training.



## Strategic Plan FY 2004 Annual Strategy Status Update

STRATEGIES -- 2003-09	FISCAL YEAR	100% COMPLETE - Take out of Plan	IN-PROCESS - Estimate % Completed	MONTH/YEAR Completed or Estimated Completion Date	COMMENTS
<ul style="list-style-type: none"> <li>Develop options for field and mentoring component</li> </ul>			50%	Dec-03	Field component was implemented 1/03, mentoring slated to begin 1/04.
<ul style="list-style-type: none"> <li>Integrate CAMIS training into academy</li> </ul>			100%		
<ul style="list-style-type: none"> <li>Revise training evaluation component</li> </ul>			50%	Sep-03	Evaluation Level I is complete. Level II is in process.
<ul style="list-style-type: none"> <li>Develop process for certifying academy trainers</li> </ul>			0%		
<ul style="list-style-type: none"> <li>Develop advanced training curriculum for supervisors (See S-2.B)</li> </ul>			20%	Dec-03	
<b>Implement statewide and regional diversity plans</b>	2003-2005		Ongoing		
<b>Implement online CAMIS training as a supplement to classroom training for staff (See O-4.B)</b>	2003-2005		70%		
<b>Implement computer based training and conference registration tracking system</b>	2003-2005		75%	Aug-03	Training on ASPEN begins this summer.
<b>Implement Title IV-E training improvement work plan</b>	2003-2005		50%	Dec-03	Training plan has increased by at least 50% by expanding the training contracts. Continued expansion will be dependent on budget.
<b>Develop staff training needs assessment</b>	2003-2005		100%		Online needs assessment is sent out in May and December.
<b>Provide leadership development opportunities</b>	2003-2009		10%	Dec-03	DSHS wide leadership development/succession planning group is underway.
<b>O-8.B Service partners and placement providers are trained to carry out their duties</b>					
<b>Provide Kids Come First training</b>	2003-2005	X		2002	
<b>Provide training and new tools to improve the effectiveness of child protection teams (See Kids Come First Action Agenda) (See S-1.B, O-1.A)</b>	2003-2005	X		2003	CPT Handbook produced February 2003; created standard referral and recommendation form for use statewide.
<b>Implement statewide and regional diversity plans regarding education and training for foster parents</b>	2003-2005		Ongoing		
<b>Improve foster parent training</b>	2003-2005		80%	Jan-03	Implemented PRIDE, webcasting, video, special workshops, SAY and PAY training.

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Develop professional foster homes with specialized training and compensation (See WB-3.B)	2007				
<b>O-8.C Diversity of workforce closely reflects diversity of clients</b>					
Implement statewide and regional workforce diversity work plans	2003-2005		Ongoing	2006	See regional comments.
					Diversity reports and 7.01 Committee.
					Ongoing Diversity Committee and ICW/7.01 Committee.
			10%		Ongoing Diversity Committee and ICW/7.01 Committee; regional targets established and examined annually; need to re-examine how supervisors currently make hiring decisions to better improve diversity hiring.
					Ongoing diversity committee with representatives from each office.
			25%		Diversity Committees revised in both offices. ICW 7.01 committee active. Training planned for Kitsap County. Staff of Color Advisory Committee is being formed.
			X		Region 6 has created a Latino/Hispanic workgroup initiative to improve services to this population.
• Develop equal employment opportunity work plan	2003-2005		Ongoing		Part of three-year plan. See regional comments.
					Draft plan completed.
			8%		Draft targets established and examined annually.
					Diversity Coordinator working on this.
			25%		R5 Diversity Committee meetings emphasize equal opportunity; developing action plan. Staff of Color Advisory Committee will advise on this issue and more focused recruitment will be aided by diversity committees.

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<ul style="list-style-type: none"> <li>Implement interview process that addresses cultural competency</li> </ul>	2003-2005		Ongoing		Part of three-year plan. See regional comments.
					Per 7.01 plan, Yakima Nation representatives participate in interviews.
			60%		Regional database of interview questions drafted mid-May 2003, including cultural/diversity questions; input from staff of color, management team, all sups, and other will be solicited for next set of revisions by 7/31/03; database of interview questions to be completed 7/31/03; protocol for inclusion of diversity program manager on interview panels to be adopted 7/31/03; 5/03 draft cultural competency assessment needs to be revised and input solicited.
					Cultural Diversity Coordinator working on this with AAs and Supervisors.
			100%		Regional policy issued in 2002 requires that hiring panels be diverse and that questions be included that address ability to work with diverse populations.
			X		Diversity questions are included in our interview process and Tribal as well as diverse staff participate on interview panels.